

From: [Nim, Ken](#)
To: [Fabio](#)
Cc: [Mulligan, Pat](#); [Derf Butler](#); [Bridges, George](#); [Wong, Joyce](#); [Morales, Lilli](#)
Subject: RE: Pre- construction Meeting procedures
Date: Tuesday, January 14, 2014 1:47:16 PM

Fabio,

Joyce Wong will be assisting with compliance and Lilli Morales will be providing the employment services. This Thursday morning looks like there's available time for the precon meeting. Joyce will follow up with time and location. Thanks.

Sincerely,

Ken Nim, Workforce Compliance Manager
Office of Economic and Workforce Development (OEWD), Workforce Division
City and County of San Francisco

1 South Van Ness, 5th Fl., San Francisco, CA 94103
415.701.4853 (DIRECT) 415.701.4848 (MAIN) 415.701.4894 (FAX)
ken.nim@sfgov.org (EMAIL) Visit us at: <http://www.WorkforceDevelopmentSF.org>

 *please consider the environment prior to printing this email*

From: Derf Butler [mailto:derf@butlereg.com]
Sent: Tuesday, January 14, 2014 1:30 PM
To: Nim, Ken; Bridges, George
Cc: Mulligan, Pat; Fabio
Subject: RE: Pre- construction Meeting procedures

Thank you

Sent via the Samsung Galaxy Note® 3, an AT&T 4G LTE smartphone

----- Original message -----

From: "Nim, Ken"
Date: 01/14/2014 11:19 AM (GMT-08:00)
To: "Bridges, George"
Cc: "Mulligan, Pat", "Derf Butler (derf@butlereg.com)", Fabio
Subject: RE: Pre- construction Meeting procedures

George,

Thanks for the information. I'll give them a call.

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From: Bridges, George
Sent: Tuesday, January 14, 2014 11:16 AM
To: Nim, Ken
Cc: Mulligan, Pat; Derf Butler (derf@butlereg.com); Fabio
Subject: FW: Pre- construction Meeting procedures

Ken

Pat was planning to set up a pre-construction meeting for 1600 Owens St. in Mission Bay but I think it has not happened. I received a call from Derf Butler, the consultant working with Whiting Turner on SBE outreach.

Can you follow-up on this matter while he is out of the office?

Thanks
George

From: Fabio [<mailto:Fgarcia@butlereg.com>]
Sent: Friday, December 27, 2013 11:49 AM
To: Bridges, George; 'Patrick Mulligan'
Subject: RE: Pre- construction Meeting procedures

George/Patrick,
We really want to schedule the pre-construction meeting either January 8th nor 9th.
Do you have any update for us?

Fabio

From: Bridges, George [<mailto:george.bridges@sfgov.org>]
Sent: Monday, December 23, 2013 1:38 PM
To: Fabio; 'Patrick Mulligan'
Cc: 'Derf Butler'
Subject: RE: Pre- construction Meeting procedures

Fabio/Derf

I will follow up with Pat on this project today. I assumed Lilli and Joyce would be assigned since it is a Mission Bay project already identified on the project list.

Happy Holidays!

George

From: Fabio [<mailto:Fgarcia@butlereg.com>]
Sent: Monday, December 23, 2013 1:32 PM
To: 'Patrick Mulligan'
Cc: Bridges, George; 'Derf Butler'
Subject: Pre- construction Meeting procedures

Patrick Mulligan
Texas Office Of Economic And Workforce Development

I'm writing on behalf of the Kaiser Mission Bay at 1600 Owens to schedule a preconstruction meeting with City Build. We plan to have it on January 8th or January 9th (depends on your availability).

Feel free to give me a call to discuss the procedures if that's easier than e-mail. My cell phone at 415-504-4575 is the best way to reach me.

Thanks

Fabio Garcia
Project Manager
Butler Enterprise Group, Inc.

From: Bridges, George [<mailto:george.bridges@sfgov.org>]
Sent: Friday, December 20, 2013 2:32 PM
To: Fabio
Subject: RE: Pre- construction Meeting

Fabio.

Please copy me when you schedule a pre-con meeting with CityBuild. I may attend if time permits.

Happy Holidays!

From: Fabio [<mailto:Fgarcia@butlereg.com>]
Sent: Friday, December 20, 2013 11:54 AM
To: Bridges, George
Subject: Pre- construction Meeting

George,

This is who Whiting Turner plan to have attend the first pre-construction meeting with you on site:

Blue Top Construction
J. Flores Construction
Malcom Drilling
Viking Drillers
Greg Carpenter Concrete

This covers who should be working on the jobsite for the first 3 months. They would then plan to have one to two follow up pre-construction meetings later in the project, for all additional subcontractors they would be bringing on board at a later point.

Are you will be available in the 8th or 9th of January?

Thanks

Fabio Garcia
BEG

From: [Nim, Ken](#)
To: [Fabio](#); [Morales, Lilli](#); [Wong, Joyce](#)
Cc: [Bridges, George](#)
Subject: RE: Pre- construction Meeting procedures
Date: Wednesday, January 15, 2014 2:13:47 PM

Fabio,

Thanks for the info. The afternoon of the 23rd would work best. Do you want to use our office or will you have an office on site?

Sincerely,

Ken Nim, Workforce Compliance Manager
Office of Economic and Workforce Development (OEWD), Workforce Division
City and County of San Francisco

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From: Fabio [<mailto:Fgarcia@butlereg.com>]
Sent: Tuesday, January 14, 2014 2:39 PM
To: Nim, Ken; Morales, Lilli; Wong, Joyce
Cc: Bridges, George
Subject: RE: Pre- construction Meeting procedures

Ken/Joyce,

As far as the subcontractor information forms, I just talked with Ryan Eklund, Project Manager of Whiting-Turner. They have received 4 back and they are just waiting on the rest (tomorrow or Thursday) As soon as I have them, I'll forward on to you.
We can reschedule the pre-construction Meeting for either Wednesday January 22nd or Thursday January 23rd in the afternoon.

Please Confirm,

Fabio Garcia
BEG

From: Nim, Ken [<mailto:ken.nim@sfgov.org>]
Sent: Tuesday, January 14, 2014 1:47 PM
To: Fabio
Cc: Mulligan, Pat; Derf Butler; Bridges, George; Wong, Joyce; Morales, Lilli
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Thanks

Fabio Garcia
BEG

From: [Lee, Raymond \(CII\)](#)
To: [Bohee, Tiffany \(CII\)](#); [Oerth, Sally \(CII\)](#); jim.morales@sfgov.org; [Drew, Tamsen \(ADM\)](#)
Cc: [Bridges, George \(CII\)](#)
Subject: RE: Shipyard Contractor Payments & Compliance (Obayashi)
Date: Thursday, May 14, 2015 1:35:16 PM
Attachments: [Al Norman Mechanical Reconciliation.xlsx](#)

I thought this summary would be helpful since we did not meet.

Mr. Al Norman came to me (through Thor) approx. 4 weeks ago (3 weeks prior to appearing before the Commission) complaining about Roberts-Obayashi and its lack of payments to him. We left our conversation at the time with my request for additional specifics, such as amount owed, advanced, copies of pay applications, and any other information he thought appropriate. A week later, Mr. Norman provided a copy of his invoice to RO for April's activities. He stated that additional information would be forthcoming. Surprisingly, he appeared before Commission on May 5.

Mr. Norman has a contract for Block 54 worth \$2.8 million. Approx. 50% has been completed over the past 14 months. The core issue is that Roberts-Obayashi (RO) has elected to make cash advances to certain subcontractors (such as Al Norman Mechanical) against invoices that have not been paid by Lennar; and the amount of these advances, rolling over from month to month, exceeds the amount of invoices actually paid by Lennar in arrears. To illustrate, the following is a summary of cash advances to Al Norman Mechanical and its outstanding billings.

As noted, even if March's invoice of \$59,107 is paid by Lennar by next week, the amount advanced by RO is expected to exceed \$89k, which would leave a deficit of \$30k. It is this deficit and RO's monthly advance of funds for net payroll, suppliers, and trust funds (which RO is tallying) that negates any further payments from RO to Mr. Norman for expenses such as payroll taxes and overhead. Hence, Mr. Norman's reference to slave labor. (It should be noted that RO has no obligation to make advances.)

For Al Norman Mechanical, the solution stems with cash flow. Thus far, RO has provided cash flow for net payroll, suppliers, and trust funds. Additional cash flow is needed for remaining items such as overhead, withholdings and taxes. Apparently, Al Norman Mechanical has already taken a \$50k loan against the Mobilization Fund administered by Butler Enterprise/Lennar CAP. Depending on monthly work activity, this may or may not be adequate--and I suspect the mobilization fund is inadequate in April because of the month's

heavy activities.

According to Randi Gerson of Lennar, Lennar's payment to RO has been averaging 56 days. She also mentioned that Mr. Norman should have received a payment or advance last week (according to Derf, it was last Thursday). I left a message with Mr. Norman this past Tuesday to confirm but have not received a return call yet. Attached are details from Roberts-Obayashi and Lennar in case you want to view monthly activities. Please see me if you have any questions.

Ray

-----Original Appointment-----

From: Guerra, Claudia (CII) **On Behalf Of** Bohee, Tiffany (CII)

Sent: Wednesday, May 13, 2015 1:12 PM

To: Oerth, Sally (CII); Bridges, George (CII); jim.morales@sfgov.org; Lee, Raymond (CII); Drew, Tamsen (ADM)

Cc: Morales, James (CII)

Subject: Canceled: Shipyard Contractor Payments & Compliance (Obayashi)

When: Wednesday, May 13, 2015 2:30 PM-3:30 PM (UTC-08:00) Pacific Time (US & Canada).

Where: Executive Conference Room

Importance: High